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ABSTRACT

A project was designed to develop and implement a cooperative inservice training program between Manchester Community College and Pratt and Whitney Aircraft Group, to explore the possibilities of similar contractual agreements, to evaluate inservice training programs for potential awarding of college credit, to identify business and industries conducting inservice training programs, to assist in developing contractual agreements with other community colleges, and to disseminate information to other community colleges needed for evaluation of inservice training and for program development. It was found after making several attempts to gather information that inservice training programs best be identified and evaluated by each community college in its own area and that programs large enough to be worthy of college credit were generally found in large corporations. Academic credits have been awarded for five inservice training programs at Pratt and Whitney Aircraft. Three training programs have been identified to duplicate the Pratt and Whitney model. Short mini-courses provide programs for small companies. A valuable link between Manchester Community College and business and industry has been established and strengthened through this project. (Appended are policies, procedures, guidelines, and course schedules for the cooperative program between Manchester Community College and Pratt and Whitney Aircraft.) (FP)

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FINAL REPORT

PROJECT NO. 498AH60284
GRANT NO. G007603724

PROJECT FOR AWARDING COLLEGE CREDIT FOR IN-SERVICE TRAINING IN BUSINESS AND INDUSTRY

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December 1977

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Author's Abstract

The purposes of this grant were threefold. First, Manchester Community College was to develop at the Pratt and Whitney Aircraft Group a model for awarding college credit for in-service training. Secondly, MCC was to identify in-service training in Connecticut business and industry with the objective of duplicating the P&WA model at other locations. Finally, MCC was to explore other methods of creating an educational link with business and industry.

Academic credits have been awarded for five in-service training programs at Pratt and Whitney Aircraft. Additional college credits toward graduation through on-site college courses has completed the P&WA model.

Three training programs have been identified to duplicate the Pratt and Whitney Aircraft model. LOMA insurance students will receive academic credit at the Connecticut Mutual Life Insurance Company in early 1978. Programs at Aetna Life and Casualty and the American Institute of Banking remain attractive potentials. Short mini-courses provide programs for small companies.

Through this grant Manchester Community College has established and strengthened a valuable link between this College and business and industry. MCC concludes that a good start has been made toward college recognition of in-service training, and it is hopeful that these efforts will be continued.

Final Report of Project For Awarding College Credit For In-Service Training In Business And Industry - September 1, 1976-August 31, 1977

INTRODUCTION

Two months before the start of the Project for Awarding College Credit For In-Service Training In Business And Industry, Manchester Community College and the Pratt and Whitney Aircraft Group of East Hartford signed a contract providing for a new and unique program in cooperative education.

The Pratt and Whitney Aircraft Group, a Division of United Technologies, employs approximately 39,000 people, and is the largest employer in Connecticut. Located only seven miles from this College, Pratt and Whitney Aircraft is one of the largest producers of gas turbine engines in the world.

There are essentially two components to the agreement between this College and Pratt and Whitney Aircraft. First, after a thorough evaluation of three apprentice training programs at Pratt and Whitney (Sheetmetal, Machine Operations and Electronics), Manchester Community College has agreed to award 30 academic credits to those employees who successfully complete training in one of these areas. Each training program is composed of 6,000 hours of training combining classroom instruction and on-the-job experience. Each apprentice program is normally completed over a three-year training period.

Secondly, Manchester Community College agreed to provide courses on site at Pratt and Whitney Aircraft on a contractual basis to supplement the 30 credits awarded to employees for successful completion of an apprentice training program. The hope was that participating employees would be able to complete the requirement of 60 credits for an Associate Degree in General Studies from Manchester Community College without having to attend classes on campus.

Thus at the start of this grant, basic overall agreements for a cooperative program with Pratt and Whitney were in place, but no action had been taken to implement this cooperative effort. In addition, no action had been taken to explore the possibilities of developing similar contractual agreements with other businesses and industries in Connecticut.

It was obvious from the start that the implementation and development of the Pratt and Whitney Aircraft Cooperative Program was essential to the success of this project. An ongoing model had to be created.

The Project For Awarding College Credit For In-Service Training took on the following objectives:

1. To implement and expand the planned cooperative program with the Pratt and Whitney Aircraft Group.

2. To identify those businesses and industries in Connecticut which conduct in-service training programs.

3. To make this information available to the other eleven community colleges in Connecticut as well as other interested organizations.

4. To evaluate such in-service training programs in terms of potential for awarding college credit at Manchester Community College.

5. To provide other community colleges in Connecticut with information they will need to evaluate in-service training programs in businesses and industries in their service areas in terms of awarding college credit.

6. To investigate the potential for offering existing college level courses on a contractual basis with business and industry on a site provided by an employer and at a time convenient to employees.

7. To assist other community colleges in developing similar contractual agreements with business and industry in their service areas.

8. To develop other cooperative contractual agreements between Manchester Community College and selected businesses and industries in Connecticut designed to meet the educational and training needs of both employees and employers.

METHODS

Thomas N. Bavier, the Project Director, is the Coordinator of Contract and Grant Programs within the Community Services Division of the College. (See Appendix I.) Mr. Bavier was responsible for the administration, coordination, and fiscal management of this project.

David E. Duffy, the Project Researcher, is the Coordinator of Business and Industry Programs within the Community Services Division of the College. (See Appendix II.) Mr. Duffy was responsible for coordinating the implementation and expansion of the cooperative program with the Pratt and Whitney Aircraft Group. He was also responsible for the efforts of this College to achieve the objectives of this project.

The method used to implement and expand this project involved the application of the best Manchester Community College could provide in the art of coordination, administration, and salesmanship. The details of how these methods were carried out will be described under Results below.

RESULTS

The results of this project are narrated below under headings that correspond to the project objectives.

I. The Implementation and Expansion of the Planned Cooperative Program With the Pratt and Whitney Aircraft Group

At the beginning of this grant, the basic agreement with the Pratt and Whitney Aircraft Group was in place. Manchester Community College had agreed to award 30 academic credits to each apprentice graduate in Sheetmetal, Machine Operations, and Electronics. P&WA had agreed to MCC's proposal to provide under contract a series of on-site courses for additional academic credit toward an Associate Degree in General Studies.

Pratt and Whitney Aircraft designated their Educational Assistance Administrator, Ms. Barbara Oliva, as coordinator for this program. Matters of overall policy were to be coordinated through Ms. Oliva's superior, Mr. Robert Barnes, Supervisor of Management Education at P&WA.

At the beginning of the program Pratt and Whitney Aircraft and Manchester Community College announced that the 30 academic credits could be established at MCC only after an apprentice had graduated from one of the apprentice programs. This policy gave P&WA a desired built-in incentive for apprentices to complete their 3-year training program. In addition to assisting the company, the College was relieved of the paperwork burden of granting piecemeal credits as current apprentices completed courses in the apprentice training programs. The award of 30 credits was made retroactive, and was immediately available to apprentice graduates. Approximately 55 apprentice graduates came forward at once to claim these credits. For a few, these extra credits were enough to fulfill the requirements for an associate degree. For many others, these credits brought back to the campus employees who had given up their quest for a degree. Comments such as "I still can't believe it" and "I thought my credits from past college courses would never do me any good" were reported from this group. Now that 30 credits, worth a year of college, were being awarded for P&WA training, these apprentice graduates returned to the campus with great enthusiasm to continue their college education.

To permit Manchester Community College to award credits and grades for specific courses in the apprentice training program, Pratt and Whitney Aircraft created an Apprentice Transcript. (See Appendix III.) P&WA apprentices who graduate from the company program can request a transcript from the P&WA Educational Assistance Office. A P&WA Transcript is then provided to the employee complete with grades for the courses taken.

With the Pratt and Whitney Transcript in hand, graduate apprentices began matriculating at Manchester Community College where 30 additional credits were added to their college transcripts. At the same time, on-site MCC courses which completed the requirements for an associate degree started at P&WA.

In September of 1976 Manchester Community College furnished three twin section on-site courses at Pratt and Whitney Aircraft to accommodate 145 first and second shift apprentices. In the Spring Semester of 1977 four twin courses were provided to 179 apprentices and apprentice graduates. In the Fall Semester of 1977 five twin courses were scheduled for 216 apprentices and apprentice graduates. It is anticipated that the Spring Semester of 1978 will see another increase in enrollment as P&WA adds new apprentices.

The on-site courses at Pratt and Whitney Aircraft were all three or four credit courses selected from the Manchester Community College catalog. Both part-time and full-time faculty were used as instructors. Course content was and is identical to the same on-campus courses with the exception that an effort was made to use case studies and classroom examples that would catch the interest of these employees. For example, the P&WA annual financial report was used in both Accounting 101 and Business 111.

Two class sections of each of the following courses were provided at P&WA:

Fall Semester 1976

Accounting 101 - Principles of Accounting
English 111 - Introductory Composition
English 101 - Reading Rate and Comprehension

Spring Semester 1977

Business 111 - Business Environment
Economics 101 - Introduction to Economics I
English 111 - Introductory Composition
Psychology 111 - General Psychology

Fall Semester 1977

Business 111 - Business Environment
Data Processing 111 - Introduction to Data Processing
English 111 - Introductory Composition
Psychology 111 - General Psychology
Speech 213 - Effective Speaking

In the Spring Semester of 1977 it became evident that the cooperative program with Pratt and Whitney was going to run into serious course scheduling problems unless a master plan was created. The selection of course offerings had to be organized semester by semester so that new courses would continue to be offered as apprentices progressed through the three-year program. Attached as Appendix IV is a copy of the MCC/P&WA Cooperative Program Course Schedule which details the courses to be offered from the Fall Semester of 1977 through the Summer Semester of 1981. This master schedule has proved to be of great assistance to apprentices in planning their course schedules, and to the College in formulating administrative and academic plans.

At the start of this program it became evident that apprentices would require considerable academic counselling and guidance on such matters as matriculation, credits, and course selection to fulfill degree requirements. In addition, it was also evident that the College Counselor's Office required orientation and guidelines for this new program. The researcher for this grant counselled students, met with on-campus professional counselors, and provided background on this matter to the Educational Assistance Office at Pratt and Whitney Aircraft. To assist all concerned, policies and procedures (Appendix V) were developed, and these guidelines have proved to be a necessity in preventing misunderstanding and confirming program policies.

In the Fall Semester of 1976 and the Spring Semester of 1977 the Educational Assistance Office at Pratt and Whitney Aircraft handled registration of the students. By the Spring Semester, this program had become so large that registration and the "loading" of classes required excessive time and effort by P&WA's Educational Assistance Office.

Manchester Community College suggested that future registrations be handled by the College Registrar. Pratt and Whitney Aircraft immediately agreed to this procedure, and registration for the Fall Semester of 1977 was conducted on site at P&WA with the MCC Registrar in charge. This resulted in a truly professional and efficient job of registration complete with computer printout. P&WA was delighted and impressed that this College had demonstrated another area of expertise which could improve the MCC/P&WA Cooperative Program.

Another new feature in the form of an Orientation Program was also held at Pratt and Whitney Aircraft before the start of the 1977 Fall Semester. The Manchester Community College Dean of Academic Affairs delivered an inspirational talk. The Director of Admissions reviewed Matriculation Procedures, and the Project Director of the grant explained the new three-year Master Course Schedule. This orientation was attended by approximately 200 employees, and served well to answer questions about the program, and to make these students more a part of Manchester Community College.

It can be said that as of the close of this grant (August 1977), the year earlier planned cooperative program had progressed from an understanding on paper to an ongoing degree program for 216 employees filling twenty classroom sessions a week on site at Pratt and Whitney Aircraft. A truly successful model had been created for The Project For Awarding College Credit For In-Service Training In Business And Industry.

II. The Identification of Those Businesses and Industries in Connecticut Which Conduct In-Service Training Programs

It was decided early in the project that before Manchester Community College attempted to identify in-service training programs throughout Connecticut that the College should concentrate on such identification in an area within 30 miles of this campus. Field calls early in the project indicated that only companies with several thousand employees have in-service training programs that warrant academic credit.

The first mission was thus to knock on the doors of the large corporations in the Greater Hartford area to determine what training programs were being conducted, and to appraise the potential for awarding academic credit.

It was found that it was necessary to call several times on large corporations to interview different people in charge of training in various parts of the company. Listed below are the large companies on which Manchester Community College called in an effort to identify internal training programs worthy of academic credit:

Aetna Life & Casualty
Hartford National Bank & Trust Company
Connecticut Mutual Life Insurance Company
Connecticut General Life Insurance Company
The Travelers Insurance Company
Connecticut Bank & Trust Company
American Institute of Banking (Hartford Chapter)
Combustion Engineering
Emhart Corporation
Stanadyne Incorporation
Phoenix Mutual Insurance Company
The Fafnir Bearing Company
Savings Banks Association of Connecticut
Hartford Insurance Group
The Stanley Works

Approximately forty-five calls were made on the above companies to promote what Manchester Community College labeled Project C.E.B.I.--Credit for Education In Business And Industry. On each call Manchester Community College reviewed its success in developing a model for this project at Pratt and Whitney Aircraft. MCC indicated its willingness to evaluate for college credit training programs in the fields of insurance, banking, and manufacturing. At each company MCC held out the possibility of developing a cooperative link that would permit on-site courses provided by MCC in either a certificate or degree program.

The reception Manchester Community College received from these companies was excellent. The success of the cooperative program with Pratt and Whitney was highly praised. All companies approved of Project C.E.B.I. in principle with the exception of one insurance company with a training director who was opposed to the granting of college credit for in-service training.

The insurance industry, with several large companies headquartered in the Hartford area, continues to have a fine potential for cooperative programs. Manchester Community College findings indicate that the best areas in the insurance industry for future success are programs for Data Processing Operators and programs tied to so-called LOMA courses provided by the Life Office Management Association of New York City.

The Aetna Life & Casualty has one of the largest data processing departments in the United States. This data processing equipment facility has led Aetna into the development of an impressive series of courses which are offered at a price to students from both inside and outside the company.

Whereas programmers are usually college graduates, operators in general do not have a degree. At Aetna, data processing operators work a unique shift of three 12 hour days followed by four days off.

At the request of Aetna, Manchester Community College evaluated operator training and agreed to provide nine academic credits. Also at the request of Aetna, MCC made a proposal for a one year on-site certificate program that could provide up to 20 additional credits. Final approval for this program has not been received. However, this proposal is still alive, and future meetings with Aetna on this subject are scheduled.

All of the life insurance companies in the Hartford area urge their employees to take a series of self-taught LOMA courses that have been designed specifically for the life insurance industry by the Life Office Management Association of New York City. Most life insurance companies provide on-site classroom instruction in LOMA courses to assist their employees to prepare for the final examinations.

Precedents for awarding academic credit for LOMA courses have been established by the University of the State of New York and other colleges and universities in several parts of the country. The course syllabi, textbooks, examinations and procedures are well documented; and it is estimated that over a thousand students are active in this program in the Hartford area not to mention the additional thousands who have taken these courses in the past.

Manchester Community College has informed the Connecticut Mutual Life Insurance Company that this College will evaluate LOMA courses for academic credit, and this process is now under way at MCC. In addition, MCC will provide on-site courses for additional credit at Connecticut Mutual during the Spring Semester of 1978. This program is being designed to recognize the academic value of LOMA courses, and to provide insurance company employees with the convenience of on-site courses for additional credit toward an associate degree from this College.

Manchester Community College calls on the insurance industry revealed that all large companies are providing training for employees, and some of this training could warrant academic credit. However, in the training areas where academic credit might be awarded, MCC found that such a high percentage of the students are college graduates that there is little interest in additional undergraduate college credit.

In the banking field there is a fine potential to duplicate the Pratt and Whitney Aircraft model. A total of thirty-two banks belong to the Hartford Chapter of The American Institute of Banking. Each Fall and Spring Semester this chapter of AIB sponsors a series of banking courses for member bank employees. Student enrollment varies between 500 and 1,000.

AIB courses are well documented, and usually are taught by bankers. The Hartford Chapter has been offering an educational program for the past seventy-four years. The University of the State of New York has evaluated AIB courses, and has recommended the credits that might be awarded for these courses. Manchester Community College is certain that academic credit should be awarded for some of this instruction, and progress has been made toward this end.

The Hartford Chapter of AIB has indicated to two community colleges an interest in affiliation. On December 14, 1976, Manchester Community College made a formal presentation to the Board of Governors and the Educational Committee of the Hartford Chapter.

Although the Board of Governors of AIB has not yet made a final decision regarding the several proposals made by colleges in this area, AIB has assigned a staff to explore college affiliation; and plans are underway for Manchester Community College and Greater Hartford Community College to create a cooperative program for AIB to include the award of college credit.

In the industrial field, Manchester Community College has tried to locate another training program that could serve as the nucleus for a cooperative program patterned after the Pratt and Whitney Aircraft model. No other company in the Hartford area has an apprentice program that even remotely resembles the programs at P&WA. Companies such as Stanadyne, Emhart, and Fafnir Bearing have training programs, but none of these companies felt that their programs had potential for academic credit.

The Stanley Works of New Britain appears to have internal training courses for which academic credit could be awarded. The location of this plant is too far from the service area of Manchester Community College to make a cooperative program practical. MCC findings about this company have been turned over to Tunxis Community College in an effort to help this sister college expand cooperative programs with business and industry.

The Combustion Engineering Corporation of Windsor has a most excellent training program. A total of over 400 employees are taking management courses on site. However, as 80 percent of their 3,300 employees are college graduates, and a high percentage have their masters and even doctorates, this company is not interested in academic credit from a community college.

To further our state-wide mission in Connecticut, Manchester Community College called on the Apprentice School Supervisor of the Electric Boat Division of General Dynamics in Groton. This call was made to identify the in-service training program and to appraise the opportunities for the award of college credit.

The statistics of this apprentice school are impressive:

760 students
22 apprentice programs
65 courses
2 to 5 year programs of training

This apprentice program is certified by the state of Connecticut and is recognized by the federal government. All classroom instruction is provided by Southeastern Regional Technical School who is understandably very possessive of their proprietary rights in this apprentice program.

There are several colleges and technical schools in the New London area who might award academic credit for some of the instruction provided by Southeastern Regional Technical School. To date, Manchester Community College has not tried to interest another community college in the award of college credit for this program as the administrative complications are such that this program requires additional study before a recommendation can be made.

The Manchester Community College experience at the Electric Boat Division underscored our growing knowledge that MCC should not try to award academic credit outside the Greater Hartford area. It was apparent that calls by MCC on large companies outside our normal radius of activity would arouse hostility and suspicion within other colleges of the system.

Manchester Community College therefore decided to identify in-service training programs and desires for college credit by a mail survey. Attached as Appendix VI is the survey form which was sent to 18 companies in the state of Connecticut who have 4,000 or more employees. This form was returned by 9 companies. Although 6 companies reported in-service training programs, only 1 company registered a desire for academic credit.

Efforts have been made by Manchester Community College to interest the community college adjacent to this company in the award of college credit coupled with on-site courses. To the best of our knowledge no credit has been awarded to date.

III. The Evaluation of In-Service Training Programs in Terms of Potential for Awarding College Credit at Manchester Community College

As outlined above, Manchester Community College has awarded nine academic credits for in-service training of data processing operators at Aetna Life and Casualty. Two pending programs for the award of college credits are the LOMA courses in the insurance field and the AIB courses in the banking field.

In addition, Manchester Community College has awarded college credits for training at Pratt and Whitney over and beyond 30 credits in the

apprentice programs. It was found that the Electrical Maintenance Training Program duplicated the courses in the Electronics Technician Program, and thus MCC now awards 30 credits to graduates of the Pratt and Whitney Aircraft Electrical Maintenance Program.

At Pratt and Whitney Aircraft, Manchester Community College also has evaluated the company typing and shorthand secretarial school. It was found that the P&WA training duplicated four courses given on this campus in both typing and shorthand, and a total of 12 credits are now awarded for the successful completion of these secretarial courses at P&WA.

IV. Efforts to Provide Other Community Colleges in Connecticut With the Information They Will Need to Evaluate In-Service Training Programs in Business and Industries in Their Service Areas in Terms of Awarding College Credit

Pratt and Whitney Aircraft employees live all over the state of Connecticut, and both P&WA and Manchester Community College have made efforts to get other colleges in the state to recognize and award credit for the apprentice training at P&WA. Visitations have been made to other community colleges to describe the high caliber training at P&WA and the procedures followed by MCC in evaluating this training for credit. To date, MCC has called on:

Asnuntuck Community College, Enfield, CT
Greater Hartford Community College, Hartford, CT
Mattatuck Community College, Waterbury, CT
Middlesex Community College, Middletown, CT
Tunxis Community College, Farmington, CT

Asnuntuck Community College now awards 30 academic credits to Pratt and Whitney Aircraft apprentice graduates towards its Liberal Arts & Science degree program. Ward Technical School of The University of Hartford now accepts 30 credits for the P&WA Electronics program. Tunxis and Greater Hartford Community Colleges are well along the way toward recognition of these apprentice training programs.

Manchester Community College has run into the problem that although 30 academic credits can be justified for the Pratt and Whitney Aircraft training, no degree program exists at some of these colleges that has enough electives to accept the P&WA credits. MCC will continue its efforts along with P&WA to increase the number of community colleges who will recognize these credits. The objective is to make it possible for P&WA apprentice graduates to receive 30 academic credits toward graduation from any community college in Connecticut.

Manchester Community College and Pratt and Whitney Aircraft are particularly pleased that Central Connecticut State College (four-year college)

will now accept 27 credits from the Machine Operations and Jet Engine Metalsmith programs and 30 credits for the Electronics program. This four-year college will accept these credits either direct from a P&WA Transcript or by transfer from a community college. At Central Connecticut the P&WA credits integrate into a degree in Industrial Technology. Thus the route to a four-year degree that will recognize the P&WA credits has been established.

V. Manchester Community College Investigation of the Potential for Offering Existing College Level Courses on a Contractual Basis With Business and Industry on a Site Provided by an Employer and at a Time Convenient to Employees

This report has described the potential Manchester Community College has found in the Hartford area for on-site credit courses in the insurance, banking, and industrial fields among large companies and organizations with thousands of employees. What potential exists in smaller companies (100 to 1,000 employees) for on-site college level courses?

During the period of this grant Manchester Community College has knocked on the door of approximately 75 small companies. With few exceptions, little or no internal training is taking place in the small company. There is little opportunity for a community college to discover training warranting academic credit in the small company. In addition, there is almost no interest in credit courses of the standard 45 hour three credit length. Yet many of these small companies wish they could initiate a training program without spending much money.

To meet the needs of smaller companies in business and industry, Manchester Community College is offering short 15 hour mini-courses that are designed to improve basic supervisory and secretarial skills. Mini-courses are usually provided two times a week with classes 1½ hours in length, and thus a course can be completed in five weeks. This short course design appeals to both business and industry.

Although all mini-courses are non-credit, Manchester Community College does issue Continuing Education Units (C.E.U.'s) for all courses that are over 10 hours in length. These nationally recognized credits become part of a permanent record file for each student. Each 15 hour mini-course earns 1.5 C.E.U.'s.

Manchester Community College has been developing a series of mini-courses that are designed to appeal to business and industry. To date, MCC is in a position to offer the following mini-courses:

Expository Writing
Executive Secretarial Practices
Small Group Communication And Leadership
Reviewing English For Communication In Business
Introduction To Data Processing
Introduction To Accounting

The most popular of our mini-courses is Expository Writing. We have provided this course to The Wiremold Company of West Hartford, The Connecticut Natural Gas Corporation of Hartford, and the East Hartford Police Department.

Introduction To Data Processing was provided for The Moreland Valve Company of Manchester at a time when their parent company was increasing the use of data processing within the company.

Executive Secretarial Practices was designed specifically for The Connecticut Natural Gas Corporation, and is scheduled to start in October.

One mini-course provided at a company may reveal a need for another. The course in Effective Written Communication at The Connecticut Natural Gas Corporation resulted in a request by the company for Manchester Community College to develop a new mini-course in basic English review of grammar, punctuation, and spelling.

With the exception of Introduction To Data Processing all mini-courses have been scheduled during working hours. Almost all employees have found these courses uniquely convenient, and each of these courses has received high marks from participating students.

Manchester Community College plans to continue its efforts to develop additional mini-courses for business and industry as we like the direction in which we are moving.

VI. Manchester Community College Assist to Other Community Colleges in Developing Similar Contractual Agreements With Business and Industry in Their Service Areas

Manchester Community College has informally promoted the advantages of contract agreements with business and industry at all community college gatherings. On June 20, 1977 a Community Service Conference was held at the Ramada Inn in East Hartford. Community Service Directors and Coordinators were present from all 12 community colleges in Connecticut. The MCC Researcher for this grant, David Duffy, delivered a talk on Contract Programs with Business and Industry. Several subsequent phone calls from community colleges indicate that some colleges have followed through to activate programs with business and industry. On some campuses additional personnel have been hired to coordinate business and industry programs.

Newspaper and AACJC publicity about the MCC/P&WA Cooperative Program resulted in inquires from several out-of-state schools and companies. Letters supplying additional information were sent to:

Smith-Corona Operations
Cortland, New York

Program Impact
Buffalo, New York

Moraine Valley Community College
Palos Hills, Illinois

Grand Rapids Community Education
Grand Rapids, Michigan

Loretto Heights College
Denver, Colorado

Greenville Technical College
Greenville, South Carolina

Greenville Technical College of Greenville, South Carolina decided to investigate personally the educational program established by Pratt and Whitney Aircraft and Manchester Community College. The Dean of Occupational Technologies came to Hartford, and spent a full day with the College and P&WA.

CONCLUSIONS

I. Identification of In-Service Training Programs for Potential Award of College Credit

Manchester Community College has concluded that in-service training programs in the state of Connecticut can best be identified by each community college operating in its own general service area. It was not practical for MCC to attempt such identification for the entire state.

Manchester Community College found that personal calls on business and industry outside the normal service area of the college aroused understandable questions about propriety from sister community colleges. The MCC calls on The Electric Boat Division in Groton demonstrated that MCC was not in a position to solve coordination problems outside its own service area. Both business and industry are too busy to spend time with a community college that is out of its service area and not in a position to provide educational services for company employees on a direct basis.

Although Manchester Community College attempted to identify in-service training programs by a mailed survey, the results were disappointing. Only one company in the state responded with an interest in academic credit for an in-house training program. MCC concluded that in-service training programs can not be identified through a state-wide mailed questionnaire. Personal calls on business and industry are the only reliable way to identify in-house training programs.

Manchester Community College has concluded that in-service training programs worthy of academic credit will be found only in large companies employing several thousand employees. Here in the Greater Hartford area,

MCC has found that only the large corporations have training programs with the documentation and classroom instruction required for credit appraisal by MCC. Personal calls on over 75 small companies indicated little or no in-house training that could warrant academic credit.

Not all corporations with in-service training programs want academic credit. Manchester Community College called on one major insurance company whose director of training was unalterably opposed to the award of academic credit for in-house programs. Both banks and insurance companies have management training programs for which some college credit could be awarded, but there is no interest in such credit as the bulk of the participants are college graduates. A few large industrial corporations (Combustion Engineering of Windsor as an example) have sophisticated training programs but no interest in the award of academic credit by a community college due to the high percentage of college graduates in their employee population.

Even though the number of potential cooperative programs is small these programs can be significant as to the number of students served and the number of courses offered by the College. In the 1977 Fall Semester at Pratt and Whitney Aircraft, Manchester Community College will be providing five twin 45 hour courses to approximately 225 students. This means 20 classes a week meet on site at P&WA, and in many ways this program is a small school in itself.

In the Fall Semester of 1977, the Hartford Chapter of The American Institue of Banking has registered over 700 bank employees for their educational program. No academic credit is being given for this training at this time. However, both Manchester Community College and Greater Hartford Community College are working toward a cooperative program that will permit banking employees to receive academic credit for AIB courses that will become part of a degree program at either college.

It is premature to estimate the number of students who will be affected by Manchester Community College's cooperative program with the Connecticut Mutual Life Insurance Company. This company will announce that MCC will provide two three credit courses on site in the spring Semester of 1978. Shortly thereafter it is anticipated that MCC will announce the results of a credit evaluation of LOMA courses. Hundreds if not thousands of insurance employees could be interested in obtaining these academic credits along with additional credit courses toward associate degrees.

Thus, even one cooperative program with business and industry can be important to the College and important to the business or industry participating in such an educational effort.

II. Award of College Credit For In-Service Training Programs

During the 12 months of this grant Manchester Community College has awarded the following college credits for in-service training:

Credits	
30	P&WA Sheetmetal Apprentices
30	P&WA Machine Operations Apprentices
30	P&WA Electronics Technician Apprentices
30	P&WA Electrical Maintenance
6	P&WA Secretarial Typing Course
6	P&WA Secretarial Shorthand Course
9	Aetna Data Processing Operations

Although the above list of credits is modest, Manchester Community College concludes that the College is correct in awarding credit for those in-house courses for which the following information* can be supplied:

1. A syllabus describing the objectives and content of the course.

2. Instructional materials used (textbooks, audio-visual materials, case studies, etc.).

3. Procedures used for measuring the performance of students in the course and samples of the evaluation procedures.

4. Criteria and procedures by which instructors are selected.

5. Duration of the course.

*Manchester Community College is indebted for these guidelines to the Office of Non collegiate Sponsored Instruction at the University of the State of New York in Albany, New York.

By awarding credit for courses involving classroom instruction Manchester Community College has avoided the faculty criticism that might have accompanied attempts to award credit en masse for work experience. This conclusion is not to diminish the value of credits that are won through work experiences. This College has simply found that credits for non-traditional learning experiences can best be handled on an individual basis, and a full-time member of the faculty at MCC handles this important function.

Manchester Community College has identified two in-service training programs in the Hartford area which hold promise for fine cooperative programs and the award of additional college credits, LOMA courses in life insurance and AIB courses in banking.

In the life insurance industry LOMA courses are made available to all employees. In the Hartford area it is estimated that approximately

1,000 students are participating in these self-taught courses which are administered by the Life Office Management Association, 100 Park Avenue, New York, New York.

The University of the State of New York has evaluated all LOMA courses and have published recommended college credit for each course. This documentation will be of assistance to our faculty in evaluating these courses.

Each insurance company in the Hartford area has employees who are taking courses for credit on numerous college campuses. All of these insurance companies have educational assistance programs that pay 100 percent or at least a high percentage of the cost of these courses. At the Connecticut Mutual Life Insurance Company, Manchester Community College will offer the more convenient alternative of on-site credit courses immediately after work plus college credit for LOMA courses.

The other program with a fine potential for the award of academic credit is AIB. The Hartford Chapter of the American Institute of Banking has agreed to continue exploring with Manchester Community College and Greater Hartford Community College ways to develop a cooperative program. MCC is certain that a truly exciting program can be developed around the banking courses of AIB, and MCC will continue its efforts to finalize this cooperative program.

Manchester Community College further concludes that there is an increasing interest in on-site courses in the Greater Hartford area. Both the Aetna Life and Casualty Company and the Travelers Insurance Company provide classroom space for The University of Hartford to offer on-site credit courses. The Connecticut General Life Insurance Company has a similar arrangement with Central Connecticut State College. The University of Hartford has recently announced an Early Bird Program at the Pratt and Whitney Aircraft Group where classes will start before work at 6:00 a.m. MCC will provide its first course for academic credit at the Hartford Hospital starting in October.

III. MCC/P&WA Cooperative Program as Model

In the 12 months of this grant, the Cooperative Program with Pratt and Whitney Aircraft has progressed from a contract understanding on paper to an ongoing degree program with over 200 employees taking on-site courses provided by Manchester Community College at P&WA. MCC has concluded that the P&WA Program has become an excellent model for a cooperative program with any large company in business or industry.

Academic credit has been awarded for company training at Pratt and Whitney Aircraft. Each of three well-documented training programs was evaluated in depth by this College before credit was awarded. Other colleges have acknowledged agreement with the credit evaluation of Manchester Community College. It is particularly noteworthy that a four-year college, Central Connecticut State College, has accepted 27 of the

30 P&WA credits in Jet Engine, Metalsmith and Machine Operations plus the full 30 P&WA credits in the Electronics Program.

A three-year curriculum and course schedule has been developed that meets the needs of both Pratt and Whitney Aircraft and the General Studies degree program of the College. All of the on-site credit courses provided by Manchester Community College are considered to be work related at P&WA under their educational assistance program. The master schedule also is so designed as to meet the distribution requirements in Humanities, Natural Sciences and Social Sciences of the General Studies degree. Apprentices now have a schedule that permits advance planning in the selection of courses toward an associate degree.

Registrations are now handled in a professional manner by the Registrar of the College. Scheduled orientations help explain the program and college procedures to new apprentices. Textbooks are purchased by Pratt and Whitney Aircraft, handed out at the first class, and paid for by the students through payroll deductions.

Graduates of the three-year apprentice programs at Pratt and Whitney Aircraft are furnished with an official P&WA Transcript showing a grade for each course. This transcript converts to 30 academic credits which can be combined with additional credits earned by apprentices in on-site courses provided by Manchester Community College.

In a three-year period an apprentice can graduate from the P&WA Apprentice Program with the award of 30 academic credits. During the same three years an apprentice can earn an additional 30 credits through on-site courses provided by Manchester Community College so as to graduate from MCC without having to travel to the campus for a single course.

To insure that this College receives input from students, Manchester Community College conducts a Student Opinion Questionnaire during the last weeks of each course in the MCC/P&WA Cooperative Program. The results of these questionnaires are shared with P&WA with the objective of making changes that will improve the program. A review of these questionnaires leads to the conclusion that the design of this program is meeting the needs and expectations of a high percentage of these employees.

Over 90 percent of the apprentices participating in this program find the courses are convenient both as to timing and location. Over one-third of the students rate the courses as "excellent," and 94 percent rate these courses as "good" or "excellent." A total of 87 percent of the students indicate that this training is tailored to meet "some" or "very much" of the needs related to their jobs. The reaction of Pratt and Whitney Aircraft employees to the entire program has been most gratifying. Manchester Community College concluded that the design of this cooperative program is excellent, and that future efforts must be

directed toward fine tuning improvements, the maintenance of the high standards of instruction, and expansion of the program by making on-site courses available to a larger segment of Pratt and Whitney Aircraft employees.

Pratt and Whitney Aircraft has discussed with Manchester Community College their desire to open up registration to all interested employees. Such a program will necessitate an increased number of course offerings, but such an expansion is not possible until additional classrooms are constructed. Although our present cooperative program with P&WA is about as big as space permits, there is good reason to believe that P&WA will find a way to provide additional classrooms.

IV. Contract Programs With Business and Industry

Manchester Community College has concluded that there are opportunities in the Hartford area for contract programs that combine the award of academic credit for in-service training with on-site courses for additional credit provided by this College. MCC, to date, has identified three potential programs of this nature in the Hartford area, and any one of these programs could become an important new cooperative program.

The Manchester Community College/Connecticut Mutual Life Insurance Company Cooperative Program will be the first of these contract programs to become a reality in January of 1978. MCC will continue its efforts to finalize programs for Data Processing Operators at Aetna Life and Casualty, and for students of banking at the American Institute of Banking.

Manchester Community College also has concluded that smaller companies (100 to 1,000 employees) do not have in-service training programs that warrant academic credit. In fact, almost all smaller companies are operating today without a formal training program. Although there is a lack of interest in full length credit courses, these smaller companies do have an interest in short on-site courses that will increase communication skills of supervisors and upgrade secretarial practices.

Manchester Community College will continue its efforts to offer business and industry an increased number of short on-site mini-courses that are designed to meet the needs of business and industry. The package of mini-courses at MCC is growing as MCC better identifies the needs of business and industry.

It is the conclusion of this College that contract programs with business and industry provide a linkage to the business world that will become increasingly important to the future direction of this institution by making a college education more accessible to working adults and more responsive to the training and education needs of employees.

Appendixes I and II were removed because they contained confidential information.

PRATT & WHITNEY AIRCRAFT

Division of UNITED TECHNOLOGIES

East Hartford, Connecticut 06108

Apprentice Transcript

STUDENT APPRENTICESHIP DATE

APPRENTICESHIP BEGINNING DATE GRADUATION DATE

COURSE NUMBER	COURSE TITLE	SEM. HRS.	GRADE	COMMENTS
MA 105	Trigonometry	2		
MA 125	Introductory Math Analysis	4		
PH 111	College Physics	4		
PH 112	College Physics	4		
PH 113	College Physics	3		
101	Technical Mathematics	2		
ELT 111	Electronics I	3		
ELT 112	Electronics II	3		
ELT 251	Electronic Internship	6		
ENG 150	Introduction to Engineering	3		
MMT 101	Industrial Safety	2		
MMT 106	Metallurgy and Processes	6		
MMT 211	Machine Technology	3		
MMT 212	Advanced Machine Technology	3		
MMT 214	Numerical Control	1		
MMT 251	Machining or Metalsmith Internship	6		

MARKING SYSTEM

A – Outstanding
B – Above Average
C – Average
D – Below Average
F – Failure

Advisor of Management Education

Advisor of Technical Training

MCC/P&WA COOPERATIVE PROGRAM COURSE SCHEDULE

	F'77	S'78	SUM'78	F'78	S'79	SUM'79	F'79	S'80	SUM'80	F'80	S'81	SUM'81
M&W 1:30-2:45 pm 4:15-5:30 pm	3 Speech 213	7 Eng. 112		2 Psych. 111	6 Econ. 101		4 Bus. 111	8 Psych. 115		1 Eng. 111	5 Eng. 101	
T&TH 1:30-2:45 pm 4:15-5:30 pm	4 Bus. 111	8 Psych. 115	11 Elective	1 Eng. 111	5 Eng. 101	10 Acct. 101	3 Speech 213	7 Eng. 112	9 D.P. 111	2 Psych. 111	6 Econ. 101	11 Elective
T&TH 1:30-2:45 pm 4:15-5:30 pm	9 D.P. 111	10 Acct. 101	5 Eng. 101	11 Elective	9 D.P. 111	1 Eng. 111	10 Acct. 101	11 Elective	5 Eng. 101	9 D.P. 111	10 Acct. 101	1 Eng. 111
M&W 1:30-2:45 pm 5:40-6:55 pm	1 Eng. 111 *	5 Eng. 101		3 Speech 213	7 Eng. 112		2 Psych. 111	6 Econ. 101		4 Bus. 111	8 Psych. 115	
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1. English 111
2. Psychology 111
3. Speech 213
4. Business 111
5. English 101
6. Economics 101
7. English 112
8. Psychology 115
9. Data Processing 111
10. Accounting 101
11. Elective

*In the Fall Semester of 1977 English 111 and Psychology 111 will be scheduled 5:15--6:30 p.m.

NOTE: We are scheduling two classes starting in the Spring Semester of 1978 at 5:40 p.m. This will enable all apprentices at least one semester per year to take two courses on the same day. Please remember that if you anticipate graduating to a different shift or changing shifts during the semester, you cannot take two courses on the same day as you can only report to one class at 1:30 p.m.

MANCHESTER COMMUNITY COLLEGE
COMMUNITY SERVICES DIVISION
MCC/P&WA COOPERATIVE PROGRAM

TO: CURRENT AND GRADUATE APPRENTICES ENROLLED IN MCC/P&WA COOPERATIVE PROGRAM

FROM: THOMAS N. BAVIER, COORDINATOR OF CONTRACT AND GRANT PROGRAMS

POLICIES & PROCEDURES GUIDELINES

The purpose of this memorandum is to bring you up-to-date on policies and procedures related to your participation in the MCC/P&WA Cooperative Program. It is hoped that the information below will assist you in your efforts to continue your education through this program and provide the basis for consistent and accurate information for all participating apprentices.

Program Administration:

The program is administered at the College through the Community Services Division in cooperation with the Educational Assistance Office at P&WA. Mr. David Duffy, Coordinator of Business and Industry Programs at the College works together with the Educational Assistance Office at P&WA to ensure that the program runs smoothly and efficiently. Questions, comments, suggestions, etc., concerning the administration of the program should be addressed to Mr. Duffy who can be reached at 646-2137, Monday through Thursday from 8:30 a.m. to 4:30 p.m.

Registration:

Employees will register for on-site courses at P&WA prior to the first class meeting at a date and time determined by MCC and P&WA. Employees enrolled in on-site courses in East Hartford the previous semester (summer excluded) will register first. Within this group of returning students, students who have accumulated a large number of credits will be given first choice at registration. MCC and P&WA will determine the point at which accumulated credits warrant priority registration

based on official records at MCC. Upon registering, a student is officially enrolled in a course(s) until such time he/she officially withdraws (see withdrawal procedure below).

Withdrawal From Courses:

A student who wishes to withdraw from any community service course must obtain a withdrawal form from the Educational Assistance Office at P&WA, fill in and sign the form, and obtain the signature of the course instructor. Grades for courses from which a student withdraws during the first ten weeks of a semester will be recorded as a "W" at the final marking period. Grades for courses from which a student withdraws during the remainder of the semester, up to the last day of classes, will be recorded as "W" or "F", the choice to be made in accordance with the instructor's policies.

Incomplete:

An "Incomplete" (I) is given only for work unfinished because of the student's illness, accident, or other unavoidable absence from class. It is the student's responsibility to speak with his instructor about finishing his work and receiving an appropriate letter grade. A grade of "Incomplete" that is not changed within a sixty day period beginning with the first day of the semester following that in which the "I" was given, will remain on the student's record as "Incomplete" (I) and will not be computed in the average.

Matriculation:

This is a one-time process of applying to the College to become accepted into a degree program. It is recommended that students matriculate as early as possible especially if they intend to register for courses at the College. Matriculated or degree students are given priority registration dates for courses taken on campus.

Apprentice Graduates and future Apprentice Graduates should note that they must be accepted degree students in the General Studies curriculum at Manchester Commu-

nity College before the 30 credits from an Apprentice Transcript can be added to their official transcript at this institution.

Matriculation entails the following:

1. Fill out an official MCC application for admission which can be obtained from the Educational Assistance Office at P&WA or the Admissions Office at Manchester Community College.

2. In upper right hand corner above "Office Use Only" print "P&WA APPRENTICE PROGRAM."

3. Program of Study: Put the number "43" in the box on the application form. On the line after the box write "General Studies/P&WA Apprentice Program."

4. Forward the completed application to the Director of Admissions at MCC (see address-paragraph 5 below) with a check for $10.00 payable to Manchester Community College.

5. Arrange to have your high school transcript or State Equivalency Diploma and transcripts from other colleges you have attended sent to the Director of Admissions:
   Manchester Community College
   P.O. Box 1046 - Admissions Office - C
   Manchester, Connecticut 06040

Acceptance of P&WA Credits at Other Colleges:

To date three colleges other than MCC recognize P&WA apprentice credits:

1. Central Connecticut will accept 27 credits from the Machine Operations and Jet Engine Metalsmith programs and 30 credits for the Electronics program. Central Connecticut will accept these credits either direct from a P&WA Transcript or by transfer from a community college transcript.

2. Ward Technical School will accept 30 credits for the P&WA Electronics program.

3. Asnuntuck Community College will accept 30 credits for each of the three apprentice programs towards its Liberal Arts and Science degree program.

MCC and P&WA are currently meeting with other community colleges in Connecticut to get them to accept P&WA apprentice credits and incorporate these credits into an associate degree program. This would allow graduate apprentices to matriculate at the college from which they intend to receive a degree and under this plan an apprentice would simply forward his/her application and P&WA transcript to a commu-

nity college which has agreed to accept the P&WA apprentice credits. The apprentice would then enroll in the courses which would fulfill the requirements of the degree program into which the apprentice credits have been incorporated. This is now possible at Asnuntuck Community College which has accepted the apprentice training credits as part of their Liberal Arts and Science degree program.

In the next year we intend to continue our efforts to get other colleges to accept P&WA apprentice credits and incorporate them into an associate degree program. Graduate and current apprentices will be kept informed of our accomplishments through the Educational Assistance Office at P&WA.

Apprentices are reminded of the general rule that no guarantee can be made as to the amount of credit that will be granted when a transcript is transferred from MCC to another educational institution. The decision as to the number of credits that can be transferred rests entirely with the receiving institution.

Transfer of Credits to MCC:

Apprentices who intend to transfer credits to MCC from colleges which do not recognize the P&WA apprentice credits should note that the Director of Admissions will evaluate such transfer credits only after the student has matriculated and has registered for at least one course from MCC or graduated from an apprentice program. An apprentice graduate who transfers enough credits from another college to fulfill graduation requirements at MCC must matriculate, but will not be required to register for a course at MCC.

Degree Requirements at MCC:

Sixty credits are required for an associate degree in General Studies. Thirty of these credits will be awarded to graduate apprentices for training received through the apprenticeship program. The additional thirty credits can be earned by taking additional college courses which fulfill the General Studies requirements. These additional courses are offered each semester on location at P&WA for the conven-

ience of current and graduate apprentices. However, apprentices can also register for courses on campus or at another college. Courses taken at colleges other than Asnuntuck Community College can be transferred back to Manchester Community College in the semester that the apprentice plans to complete all requirements of the degree. Remember that sometime before graduation apprentices must matriculate in the General Studies degree program at Manchester Community College if he/she intends to receive a degree from MCC.

The following are the General Studies degree requirements at MCC:

Course	Credits
English 111	3
Humanities	9
Natural Science	6
Social Science	9
Elective	33
Total	60

In most cases or unless an apprentice has transfer credits from another college he/she will fulfill the above requirements as follows:

Course	Credits
English	3
Humanities	9
Natural Science (Apprentice Courses, Math 105 & Math 125)	6
Social Science	9
Electives (P&WA Apprentice Courses)	24
General Electives	9
Total	60

Suggested MCC Courses:

Students may select any courses which fulfill the above requirements, but P&WA has recommended t courses be selected under their Educational Assistance Program

from the following list:

Course No.	Course	Area	Credits
English 101	Reading Rate & Comprehension	Humanities	3
English 111	English Composition	Humanities	3
English 112	Advanced English Composition	Humanities	3
Speech 213	Effective Speaking	Humanities	3
Economics 101	Introduction to Economics	Social Science	3
Psychology 111	General Psychology	Social Science	3
Psychology 115	Applied Psychology	Social Science	3
Psychology 120	Understanding Self & Others	Social Science	3
Accounting 101	Principles of Accounting	Elective	4
Data Proc. 111	Introduction to Data Processing	Elective	3
Business 111	Business Environment	Elective	3
---	Course to be approved by P&WA Educational Assistance Office	Elective	3
Chemistry 110	Elements of Chemistry (Not for Electronics Apprentices)	Elective	4

Counseling:

The steady growth of the MCC/P&WA Cooperative Program is such that MCC is expanding its services. Beginning in September 1977, Lynne Eckerle, a MCC counselor will provide P&WA employees with on-site personal, academic, and career counseling. It is planned that Ms. Eckerle will be available to counsel P&WA employees in the office next to the classroom that is adjacent to the cafeteria in "L" building.

MCC Credit Courses:

The MCC on-site courses at P&WA are the ideal way to obtain additional credits to the 30 credits awarded to all Apprentice Graduates. However, apprentices who require additional credits to obtain an associate degree should note the following types of credit courses offered by MCC:

General Fund Campus Credit Courses
Community Services Campus Credit Courses
Community Services Off-Campus Credit Courses
Community Services Credit Correspondence Courses

Each semester Manchester Community College publishes two tabloids (newspaper format) giving complete details of the above credit courses. One tabloid covers General Fund courses that are supported from State Funds. The other tabloid covers the self-supporting courses of the Community Services Division.

Early Registration:

All matriculated degree students at MCC are permitted to register early for on-campus courses. Any apprentice or graduate who wishes to take on-campus courses and who has not yet matriculated is urged to do so as the demand for such courses is so great. The thirty P&WA credits will permit early registration at MCC no matter in which degree program the apprentice graduate is enrolled as long as you matriculate early enough to allow time for your name to be put on a priority list.

Degree Program Other Than General Studies:

Apprentice Graduates who are already enrolled in degree programs at MCC other than General Studies should note that the full thirty credits from an Apprentice Transcript apply only toward the General Studies degree. Apprentice graduates who have submitted Apprentice Transcripts and who are in a degree program other than General Studies should consult a MCC Counselor to determine the number of credits that can be awarded for the Apprentice Transcript.

Note that although only a portion of the thirty P&WA credits may apply to degree programs other than General Studies, Manchester Community College will record all thirty credits on the transcript of students in other degree programs.

Master Schedule 1977-1981:

Attached is the Master Schedule showing the on-site courses that have been scheduled through the summer of 1981. This schedule should be of real assistance to all apprentices in planning future course selections.

MCC/P&WA COOPERATIVE PROGRAM COURSE SCHEDULE

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